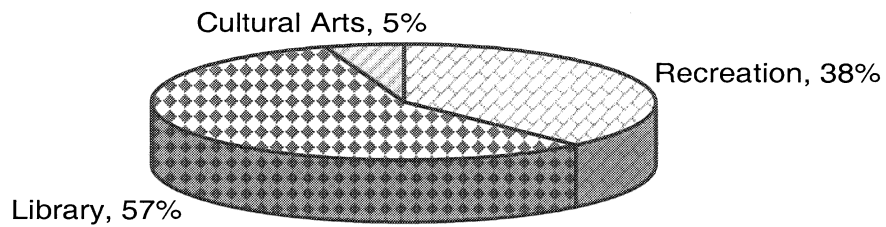


Community Services

PROGRAM: COMMUNITY SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$8,572,438	\$8,799,016	\$10,435,514	\$11,000,256
MAINTENANCE & OPERATIONS	5,157,038	5,036,527	5,585,714	5,628,100
CAPITAL OUTLAY	151,844	136,274	24,620	89,820
GRAND TOTAL	\$13,881,320	\$13,971,817	\$16,045,848	\$16,718,176
FULL TIME POSITIONS	86.00	85.00	85.50	85.50
HOURLY/FTE POSITIONS	120.16	117.41	123.01	123.01



PROGRAM: LIBRARY
FUND: VARIOUS
PROGRAM GROUP: LIBRARY

SUMMARY

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$4,830,416	\$5,112,091	\$5,918,923	\$6,215,900
MAINTENANCE & OPERATIONS	3,145,018	3,110,561	2,929,538	3,113,609
CAPITAL OUTLAY	20,358	75,314	24,620	77,236
GRAND TOTAL	\$7,995,792	\$8,297,965	\$8,873,081	\$9,406,745
FULL TIME POSITIONS	48.00	47.00	48.00	48.00
HOURLY/FTE POSITIONS	67.25	64.50	67.25	67.25

PROGRAM DESCRIPTION:

The Carlsbad City Library provides educational, informational, and recreational services for all community residents; provides both print and non-print resources that respond to the interests and needs of a diverse population; provides convenient access and adequate space for users and resources; and promotes a broad awareness of the Library and its services. The Library contributes to the enrichment of Carlsbad's citizens by supporting lifelong learning, the pursuit of knowledge, and a community gathering place.

KEY ACHIEVEMENTS FOR 2005-06:

- Email and Telephone notification systems implemented.
- Print/PC management system implemented.
- Radio Frequency Identification system selected; implementation begun.
- Remodel of children's garden completed.
- Cole Library Heating and Air Conditioning System replaced.
- Learning Center design bid.
- Citizen and user surveys conducted to implement Balance Scorecard.
- Library web pages redesigned.
- Second "Carlsbad Reads Together" program conducted.

KEY GOALS FOR 2006-07:

Top-Quality Services

- Implement new technology to enhance customer service
- Continue developing the Library Learning Center
- Implement service reorganization plan
- Respond to Balanced Scorecard findings
- Enhance the Library's visual identity
- Develop a Library events program plan

Learning, Culture & Arts

- Implement staff training and development program

Communication

- Improve internal communication
- Develop a Library marketing plan
- Update the Library strategic plan

Future Direction/Plans

- Radio Frequency Identification technology
- Implementation of a marketplace service approach
- Open a Library Learning Center to include Adult Learning and Centro programs

PROGRAM: GEORGINA COLE LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014010/0014015-16/0014035

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$1,316,136	\$1,250,586	\$1,543,560	\$1,657,320
MAINTENANCE & OPERATIONS	513,523	618,470	546,610	566,022
CAPITAL OUTLAY	6,390	0	0	1,835
GRAND TOTAL	\$1,836,049	\$1,869,056	\$2,090,170	\$2,225,177
FULL TIME POSITIONS	12.50	12.50	11.50	11.50
HOURLY/FTE POSITIONS	21.90	21.90	21.35	21.35

WORK PROGRAM:

The Georgina Cole Library, located in North Carlsbad, is designed to provide the community with print and non-print materials for adults and children, with special collections in genealogy and local history. Services provided include reference, public computers for adults and children, special programs for all ages, and monthly exhibits offered by local residents.

PROGRAM ACTIVITIES:

Reference

- Librarians assist patrons in using the Library and on-line resources for their information needs, answer reference questions in-person, via telephone and email, reserve specific titles, and request materials from other libraries.
- Provide computer (and Internet) classes for adults.
- Select materials for the Library collection.
- Facilitate book clubs.

Circulation

- Circulation staff circulates print and non-print materials to all library patrons; registers borrowers; collects fees and fines; tracks overdue items; sorts and shelves all incoming library materials; administers services to homebound patrons.

Children's Services

- Support information needs of patrons from toddlers to teens and their parents, caregivers, and teachers in person and via the telephone.
- Plan, schedule, and conduct year-round programs for youth of all ages.
- Provide classroom visits, library instruction, and tours for children and groups.
- Answer reference questions and readers' advisory inquiries directing patrons to print and non-print resources.
- Provide computers for research, homework, and internet use.

Cole Library Administration

- Manage the Georgina Cole Library, Adult Learning Program, and Centro de Información staff, facilities, budget, volunteers, couriers, and collection.
- Maintain awareness of the community's needs and coordinate operations with other City departments.

SIGNIFICANT CHANGES:

The Cole Library had a new Heating, Ventilation, and Air Conditioning (HVAC) system installed. During this period, Library services were provided to the community from a modular facility set up in the Library parking lot. During this building closure additional and reconfigured shelving was installed.

PROGRAM: CARLSBAD CITY LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014069-4095

	2003-04 ACTUAL	2003-04 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$2,288,071	\$2,370,798	\$2,599,010	\$2,722,190
MAINTENANCE & OPERATIONS	1,179,757	1,383,047	1,212,663	1,305,647
CAPITAL OUTLAY	1,503	10,151	1,500	27,056
GRAND TOTAL	\$3,469,331	\$3,763,997	\$3,813,173	\$4,054,893
FULL TIME POSITIONS	21.50	21.50	20.50	20.50
HOURLY/FTE POSITIONS	33.70	33.70	32.10	32.10

WORK PROGRAM:

The Carlsbad City Library on Dove Lane is located in South Carlsbad. Services include print and non-print materials, reference and information, computer labs for adults and children, special programs, an art gallery, and the Friends of the Library bookstore, as well as an auditorium and meeting room.

PROGRAM ACTIVITIES:

Administration

Administration provides leadership for the Carlsbad City Library system; plans for the growth of resources and facilities; manages all budget and fiscal matters; and coordinates relations with local and State government, the Library Board, the Friends of the Library, the Carlsbad Library and Arts Foundation, and the Serra Cooperative Library System.

- Prepare department budget; process invoices, warrants, and requisitions; monitor expenditures; maintain fiscal records.
- Manage programs, exhibits, and all external public relations.
- Handle grants and reports at local and State levels.
- Develop and plan technology solutions to effectively deliver library services.
- Provide leadership for the Library's divisions.
- Participate in and promote public education pertaining to historic areas and sites.

Circulation

The Circulation Division registers Library patrons and manages the circulation, sorting and shelving of library materials. The Circulation Division also repairs all audio-visual materials for the Carlsbad City Library.

- Register library patrons and Internet users; check out and in, renew, reserve, sort, and shelve library materials; process and mail overdue, collection, and reserve notices; collect fines and fees; rent audio-visual equipment; answer the renewal line; and repair audio-visual materials.
- Enroll visually impaired patrons in the Braille Institute; order and provide talking book machines and tapes; and exchange and provide repair for malfunctioning machines.
- Notify patrons via email, telephone, and standard mail of overdue items and availability of requested materials.

Reference

Reference Librarians assist the public with information needs; provide instruction in the use of resources; and perform research for the public, local business, and government; and locate library materials for patrons. Reference support staff provides interlibrary loan service; updates reference sources; staffs public service desks; and offers a range of book clubs.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; and facilitate book clubs.
- Information Desk staff provides directional information and answers basic reference questions.
- Periodicals staff manages a collection of 340 magazines and 32 newspapers and related back files.
- Computer lab staff provides access to the Internet and other software programs.
- Young Adult Services staff develops programs and activities that encourage and support library use by teens.

PROGRAM: CARLSBAD CITY LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

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ACCT NO. 0014069-4095

PROGRAM ACTIVITIES (continued):

Children's

The Children's Division serves youth from toddler age through high school with their information needs and development of reading skills. The Division also assists parents, teachers and adult students through parent resources, access to children's literature and professional literature on reading development.

- Respond to in-person and telephone questions; provide readers' advisory assistance, library skills instruction, group tours
- Provide programs that introduce children to literature, including story times, the Summer Reading Program, and events highlighting literature such as National Children's Book Week; offer cultural enrichment programs as well as special holiday, seasonal, puppetry and craft activities that promote learning and link to literature
- Work with other child-oriented organizations to promote library services and outreach to the community, including an open house for educators, homework zone (offering after-school volunteer homework assistance), and education opportunities
- Provide youth and parent access to Internet resources and technology services. The Leichtag Family Foundation Computer Lab offers Internet access as well as age-appropriate introductory sessions on word processing, typing, presentation and publishing skills.

PROGRAM: GENEALOGY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014025

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$161,026	\$169,853	\$192,833	\$211,740
MAINTENANCE & OPERATIONS	11,009	7,597	9,530	9,970
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$172,035	\$177,450	\$202,363	\$221,710
FULL TIME POSITIONS	1.00	0.00	1.00	1.00
HOURLY/FTE POSITIONS	2.75	0.00	2.85	2.85

WORK PROGRAM:

The Genealogy Division, located at the Cole Library, provides reference and instructional assistance to the public. The division head manages the selection, classification, and organization of a 22,000-volume collection, 9,000 microfilm rolls, 150,000 microfiche, and 200 compact discs. It is a collection of excellence that draws researchers from all over the nation.

PROGRAM ACTIVITIES:

General Reference Services

- Genealogy and local history staff respond to in-person and telephone reference requests; provide individual patrons with a general introduction to the collection, provide instruction on the use of OPAC and other finding aids, and instruction on the use of various equipment including personal computers, microfilm/fiche readers, and printers.

Collection Development Activities

- The staff participates in the Library's collection development/acquisitions by completing catalog checks, preparing order slips, receiving ordered items, preparing items to send to Technical Services, and receiving and shelving items from Technical Services.

Coordination with NSDCGS

- The North San Diego County Genealogical Society (NSDCGS) has been a support group for this collection for 30 years. The division works with and assists the Society in fund-raising for the acquisition of materials for the collection and in instruction programs.

WORKLOAD STATISTICS:

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Reference Questions	22,000	16,000	14,000
Computer Users	5,000	4,900	4,500
In-House Usage	35,000	27,000	24,000
Items Added	900	1,000	1,000
Programs	60	40	48

SIGNIFICANT CHANGES:

- None.

PROGRAM: CENTRO DE INFORMACIÓN
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014030

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$116,723	\$132,638	\$150,400	\$159,340
MAINTENANCE & OPERATIONS	19,016	30,480	32,310	33,010
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$135,739	\$163,118	\$182,710	\$192,350
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	1.70	1.70	1.70	1.70

WORK PROGRAM:

The Centro de Información is a branch library that meets the information needs of Spanish-speaking and other neighborhood residents new to library services. Bilingual staff introduces residents to library services, which include Spanish-language and bilingual print and non-print materials, reading programs for children, as well as information and referral services. The Centro de Información staff is actively involved in the community and work in partnership with schools, community agencies, and other City departments to meet the needs of our diverse community.

PROGRAM ACTIVITIES:

Outreach

- The Centro de Información is an active partner in community activities. The Centro offers a welcoming and culturally sensitive environment that enables Spanish-speaking residents to make use of public library services.

Programming

- The Centro de Información responds to community information and educational needs by providing a variety of adult and children's programs.

WORKLOAD STATISTICS:

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Individual Patron Visits	21,883	22,752	22,324
Program Attendance	3,779	3,214	2,948

SIGNIFICANT CHANGES:

- None.

PROGRAM: TECHNICAL SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014040

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$458,836	\$461,657	\$613,710	\$617,960
MAINTENANCE & OPERATIONS	394,320	86,048	126,200	113,690
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$853,156	\$547,705	\$739,910	\$731,650
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	2.50	2.50	2.50	2.50

WORK PROGRAM:

The Technical Services Division catalogs and prepares library materials for public use; maintains the Library's on-line database; and manages the library's automated circulation system, on-line catalog, and related automated programs.

PROGRAM ACTIVITIES:

- Repairs damaged materials and arranges for binding and re-binding.
- Catalogs and processes both purchased items and gifts.

Database Maintenance

- Adds new items to the on-line database and deletes information of lost or discarded materials.

WORKLOAD STATISTICS:

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Items cataloged & processed	35,937	30,482	32,855
Items handled for binding	2,156	1,932	1,386
Items added to database	35,397	30,482	32,855
Items withdrawn	31,831	22,722	14,227

PERFORMANCE OBJECTIVES:

Integrated Library System (Includes Circulation System and On-Line Catalog)

- Manage the Library's integrated library software, including the catalog interface.
- Coordinate installation of software upgrades.
- Generate daily, monthly, and annual statistical and system management reports.

SIGNIFICANT CHANGES:

- None.

PROGRAM: COLLECTION DEVELOPMENT & ACQUISITIONS,
FUND: GRAPHICS
PROGRAM GROUP: GENERAL/SPECIAL REVENUE
LIBRARY

ACCT NO. 0014045/0014060
 145401X/1454095/175XXXX

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$158,441	\$373,862	\$428,700	\$432,940
MAINTENANCE & OPERATIONS	958,693	900,066	934,890	984,095
CAPITAL OUTLAY	7,379	0	2,270	23,945
GRAND TOTAL	\$1,124,513	\$1,273,928	\$1,365,860	\$1,440,980
FULL TIME POSITIONS	2.00	2.00	4.00	4.00
HOURLY/FTE POSITIONS	1.00	1.00	2.75	2.75
GENERAL FUND	\$1,044,723	\$1,205,975	\$1,353,860	\$1,426,980
SPECIAL REVENUE	79,790	67,953	12,000	14,000
TOTAL FUNDING	\$1,124,513	\$1,273,928	\$1,365,860	\$1,440,980

WORK PROGRAM:

Coordinate the selection of materials and plan collection development for all libraries. Allocate and monitor all materials budgets. Order and receive all print and non-print materials. Coordinate marketing and public relations for library programs and services. Oversee the Library's adult programs and production of library publications.

PROGRAM ACTIVITIES:

Planning

- Develop plans for the collection of materials.

Budgeting

- Prepare division and library-wide materials budgets; monitor expenditures for division and materials.

Coordinate Selection of Materials

- Coordinate selection and ordering of print and non-print materials.
- Implement Downloadable audio-book collection.

Weeding

- Keep collection current by removing outdated and unused materials.

Marketing & Public Relations

- Market and publicize library programs and services

Graphic Design & Printing

- Design and layout library flyers, calendars, brochures and forms. Print in-house or coordinate outsourcing of printing.

PERFORMANCE MEASURES:

- Track material accounts by major subjects.
- Track vendor discounts.
- Coordinate selection and ordering of at least 16,000 new print and non-print materials.
- Monitor use of downloadable audio-book collection.
- Continue system-wide weeding plan to keep collections current.
- Efficient production of graphic materials and marketing items.
- Redesign of library's website.

SIGNIFICANT CHANGES:

- Coordinate Radio Frequency Identification (RFID) implementation.

PROGRAM: MEDIA SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014050

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$199,924	\$209,531	\$232,280	\$238,000
MAINTENANCE & OPERATIONS	32,525	45,381	40,355	51,515
CAPITAL OUTLAY	5,086	65,163	20,850	24,400
GRAND TOTAL	\$237,535	\$320,075	\$293,485	\$313,915
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	2.10	2.10	2.30	2.30

WORK PROGRAM:

The Library's Media Division provides a wide range of professional event management services and related activities in support of programs staged at the Library's facilities. Tasked with managing the Schulman Auditorium and Gowland Meeting Room, responsibilities include: overseeing operations, marketing of facilities and services, program development, scheduling, training, and providing technical support for patrons and other user groups. Management duties include: recruiting staffing, use policy development, use analysis reports, fee collection, and fiscal management. A wide range of event service is provided, including: theater lighting, sound reinforcement, presentation technology and multi-media support, computer and video display. Other related production services enable events to reach broader community audiences via circulation library collections, cable TV, and Internet.

PROGRAM ACTIVITIES:

Programming Management

- Implement "Meeting Facility Use Policies and Procedures." Maintain and analyze the service delivery system. Monitor workflow, perform ongoing fee collections, process and provide comprehensive reports. Provide ongoing staff training, and assign and supervise part-time support staff.

Programming Development

- Facilitate quality community programming featuring such locally significant events as Children's Series, Spring and Fall Concert Series, Film Series, Opera Series, Author Talks, etc. Provide technical support and production recordings to enable wider and repeated distribution of program content.

Management of Locally Produced Library Media Collections

- Acquisition and creation of locally produced media materials including: digital imagery, photographic prints, video and audio recordings. Refining procedural processes and accountability and fee recovery systems. Provide improved workflow for duplication, labeling, and database digital storage with related web development and Intranet access.

PERFORMANCE MEASURES:

- Provide one annual comprehensive reports indicating usage breakdowns, income generated, and analysis and recommendations for service improvements.
- Develop and maintain technical systems repair punch list to operational standards.
- Foster quality programs produce and provide program recordings for twelve events. Facilitate, plan, and provide technical support for events.
- Develop revenue generation opportunities, fee recovery, special grant proposals and partnerships to help underwrite operational expenses by a significant percentage.
- Complete work order requests for Library Media Services to be included in biannual report.
- Identify significant additions and uses of Library Media Materials.

SIGNIFICANT CHANGES:

- None

PROGRAM: ADULT LEARNING PROGRAM
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014055

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$131,259	\$143,166	\$158,430	\$176,410
MAINTENANCE & OPERATIONS	36,175	39,472	26,980	49,660
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$167,434	\$182,638	\$185,410	\$226,070
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	1.60	1.60	1.70	1.70

WORK PROGRAM:

The Adult Learning Program is the Library's adult literacy service. The program provides individualized instruction in fundamental reading and writing skills to English-speaking adults and in a partnership with Carlsbad High School, to selected high school students. Tutoring by trained volunteers, integration of technology throughout the curriculum, and small group study encourage the development of positive self-esteem and the practical application of literacy skills in the home, workplace, and community.

PROGRAM ACTIVITIES:

Literacy Skill Development

- The program provides reading and writing learning assistance (learning experiences) that is targeted to each learner's literacy needs, life situation, and goals.

WORKLOAD STATISTICS:

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Learners Studying	126	116	161
Volunteer Tutors Instructing	84	73	94
Instructional Hours Completed	7,719	6,546	7,113

SIGNIFICANT CHANGES:

- California State Library awarded the Adult Learning Program two part-time (900 hours/12 months each) federal AmeriCorps members for January – December 2006.

PROGRAM: CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: CULTURAL ARTS

SUMMARY

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$478,761	\$525,125	\$535,507	\$573,641
MAINTENANCE & OPERATIONS	245,330	311,859	296,961	329,204
CAPITAL OUTLAY	0	1,815	0	0
GRAND TOTAL	\$724,091	\$838,798	\$832,468	\$902,845
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	2.50	2.50	3.25	3.25

PROGRAM DESCRIPTION:

The Arts Office builds a sense of community in Carlsbad by offering a wide range of performing and visual arts programs, youth and family educational activities, artist support services, and publications. These programs and services, designed to engage and enrich the individual and the community, strive to encourage lifelong learning in the arts and to make the arts and culture an accessible and integral part of the community's life.

KEY ACHIEVEMENTS FOR 2005-06:

- Produced 62 events attracting approximately 65,000 people.
- Presented five new exhibitions in the Cannon Art Gallery and one new exhibition in the Sculpture Garden, attracting over 24,000 visitors.
- Continued to present the Three-Part-Art arts education program (for exhibitions), including lesson workbooks, guided exhibit tours, and creative workshops. Approximately 5,800 Carlsbad students and adult chaperones served.
- Presented four Family Open Studio events (hands-on art activities associated with gallery exhibitions), attracting over 850 participants.
- Awarded Community Arts Grants: 11 in the Organizations/Artist Partnerships category; 12 in the Arts Education category, resulting in the community presentation of more 90 performances, exhibits, and special projects.
- Partnered with San Diego Opera, Carlsbad Music Festival, La Jolla Music Society, and Carlsbad Library on a variety of public programs.
- Provided information services via the City website, direct mail, telephone, programs, and brochures including revised design of the Arts Newsletter.
- Received a California Arts Council – Youth Education in the Arts Grant for Three-Part-Art program.
- Hosted a ten-person governmental delegation from our Sister City, Karlovy Vary in the Czech Republic.

KEY GOALS FOR 2006-07:

Top-Quality Services

- Strengthen the infrastructure of the Arts Office through development and implementation of new 3-year strategic plan.
- Expand fund-raising activities and collaborative projects.
- Promote, train, and utilize volunteers and artists in providing services for Arts Office programs.
- Revise and update the procedures for public art projects.

Learning

- Continue to work with school districts serving Carlsbad on arts education.
- Continue to implement gallery arts education services for children and adults.
- Offer community-wide opportunities including multi-cultural events and educational opportunities for children and adults.
- Fund-raise for arts education programs.
- Do extended public programming and educational outreach for Cannon Art Gallery Exhibition, "Impossible to Forget."

Citizen Connection

- Conduct a series of programs that continues the dialogue begun with the community in 2005 with the town meetings on the arts.
- Do extended public programming and educational outreach for Cannon Art Gallery exhibition, "Impossible to Forget."

PROGRAM: ARTS OFFICE
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 0014062/0014065/
0014067-68/142XXXX

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$466,332	\$511,945	\$521,311	\$558,360
MAINTENANCE & OPERATIONS	209,420	277,534	264,321	267,809
CAPITAL OUTLAY	0	1,815	0	0
GRAND TOTAL	\$675,752	\$791,293	\$785,632	\$826,169
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	2.39	2.57	2.57	2.57
GENERAL FUND	\$659,657	\$777,714	\$757,632	\$808,169
SPECIAL REVENUE	14,479	13,579	28,000	18,000
TOTAL FUNDING	\$674,136	\$791,293	\$785,632	\$826,169

WORK PROGRAM:

Implement the goals and policies of the City Council and City General Plan to develop, plan, promote and carry out visual and performing art programs and activities. To create a climate that encourages cultural and artistic development in Carlsbad and to enhance the educational opportunities for all segments of the community.

PROGRAM ACTIVITIES:

Volunteers

- Utilize volunteers for mailings, gallery events, jazz concerts, etc. Provide training for volunteers, artists, arts organizations, and gallery docents and attendants.

Programs

- Produce ten (10) jazz concerts in the parks during the Summer 2006 season.
- Offer educational programs on arts and culture for children and adults.
- Offer performing arts programming at the Schulman Auditorium and other Carlsbad locations.
- Offer two (2) weeks of Creative Arts Camp, three (3) weeks of Club Pelican (a nature & art camp), and four (4) weeks of Band Camp.

Information

- Produce a calendar/newsletter six (6) times per year.
- Produce ArtsBrag, an arts education newsletter four (4) times a year.
- Arts Info Line for up-to-date information.
- Provide information, opportunities, and resources to artists, citizens, and the press.
- Provide educational materials for teachers on three (3) gallery exhibitions and printed materials for exhibitions.
- Offer arts information on the City's Internet site.

Planning

- Revise, update, and implement the Arts Office 3-year strategic plan.

PROGRAM: ARTS OFFICE
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

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ACCT NO. 0014062/0014065/
0014067-68

KEY GOALS FOR 2006- 07:

Top-Quality Services

- Revise and update the Public Art Master Plan.
- Develop and strengthen arts organizations and provide cultural opportunities through Community Arts Grants Program.
- Generate sponsorship and fund-raising activities for the Gallery, Arts Office programs, and arts education programs.
- Submit grant applications to State and federal funding agencies when appropriate.
- Assist Friends of the Arts with fundraising efforts.
- Serve on Library and Arts Foundation Board.

Citizen Connection

- Plan and carry out a series of forum-like programs – part presentation, part discussion – around issues of interest to the artistic community.

Balanced Community Development

- Operate the Cannon Art Gallery with five (5) exhibitions per year.
- Operate the Sculpture Garden with one (1) exhibition per year.

Learning, Culture & Arts

- Offer community-wide multi-cultural events (Festejando a las Madrecitas, Multicultural Arts Festival and Folk Life Day).
- Produce a jazz souvenir program.
- Offer 4 “Art at Jazz” hands-on art activities for children during the jazz concerts.

WORKLOAD MEASURES:

<u>Delivery of Top-Quality Services</u>	<u>2003-04</u>	<u>2005-06</u>
Arts Office Events/Attendance	45/60,000	42/55,000
Community Grants Awards/Budget	17/24,000	23/24,000

<u>Educational Opportunities – Information Services</u>	<u>2003-04</u>	<u>2005-06</u>
Newsletters (Issues/Distribution)	8/50,000	6/30,000
Special Publications (Per Year/Distribution)	16/32,000	14/21,000
Arts Info Line Calls (Monthly)	240	250

<u>Diverse Economic Opportunities</u>	<u>2003-04</u>	<u>2005-06</u>
Grants and Contributions	\$66,344	\$107,800

SIGNIFICANT CHANGES:

- The Arts General and Gallery Donations funds have been moved into the General Fund.

PROGRAM: **SISTER CITY**
FUND: **GENERAL FUND**
PROGRAM GROUP: **CULTURAL ARTS**

ACCT NO. 0014066

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	2,265	6,602	9,390	7,215
CAPITAL OUTLAY	0		0	0
GRAND TOTAL	\$2,265	\$6,602	\$9,390	\$7,215
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.11	0.00	0.00	0.00
GENERAL FUND	\$2,265	\$6,602	\$9,390	\$7,215
SPECIAL REVENUE	0	0	0	0
TOTAL FUNDING	\$2,265	\$6,602	\$9,390	\$7,215

WORK PROGRAM:

Coordinate Sister City relationship with the City of Futtsu, Japan and Karlovy Vary, Czech Republic.

PROGRAM ACTIVITIES:

Coordinate Sister City Program

- Arrange, host, and conduct visits by one (1) student delegation and others as needed.
- Coordinate ongoing cultural and educational exchange projects.

Actively Pursue the Contribution of Funds for the Sister City Program

- Coordinate programs including fund-raisers, festivals, and scholarship exchange programs, and raise funds for such programs.

SIGNIFICANT CHANGES:

- None.

PROGRAM: SPECIAL EVENTS
FUND: SPECIAL REVENUE FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 1484010

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$14,045	\$13,180	\$14,196	\$15,281
MAINTENANCE & OPERATIONS	33,645	27,723	23,250	54,180
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$47,690	\$40,903	\$37,446	\$69,461
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.68	0.68

WORK PROGRAM:

Provide within fiscal resources, a variety of performing arts programs to all Carlsbad residents.

PROGRAM ACTIVITIES:

Continue Performing Arts Programming

- During the Summer 2006 season, present ten (10) jazz concerts in city parks.
- Produce and distribute jazz concert sponsor-funded program.

Actively Pursue the Contribution of Gifts and Funds for the Arts

- Obtain advertisements for jazz concert program.
- Assist Friends of the Arts in fundraising efforts at jazz concerts.

PERFORMANCE MEASURES:

- During the Summer 2006 season, present ten (10) jazz concerts in city parks with an attendance total of 35,000+.
- Raise over \$40,000 in fundraising contributions.

SIGNIFICANT CHANGES:

- One less jazz concert presented. Total is now ten (10) during the summer due to scheduling conflicts and availability at local park facilities.

PROGRAM: RECREATION
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: RECREATION

SUMMARY

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$2,966,572	\$3,161,800	\$3,981,084	\$4,210,715
MAINTENANCE & OPERATIONS	1,460,454	1,614,107	2,359,215	2,185,287
CAPITAL OUTLAY	128,728	59,146	0	12,584
GRAND TOTAL	\$4,555,754	\$4,835,053	\$6,340,299	\$6,408,586
FULL TIME POSITIONS	33.00	33.00	32.50	32.50
HOURLY/FTE POSITIONS	50.41	50.41	52.51	52.51

PROGRAM GROUP DESCRIPTION:

With the guidance from the City Council and assistance from various city departments, the Recreation Department provides diversified recreation facilities and programs for all ages of the population that live, work and/or recreate in Carlsbad. The department is responsible for planning future parks sites, trails, and the operation of current recreation programs: senior activities, youth and adult sports programs and leagues, special events, camps, preschool combined with a parent education component, instructional classes, teen programs, facility rentals, aquatics, nutrition (home meal and congregate services through the Senior Center), and transportation programs. The department also operates several community centers/gymnasiums and two historic park sites: Magee Park and Leo Carrillo Ranch Historic Park.

Staff resources also support the Parks & Recreation Commission and Senior Commission, both of which act in an advisory capacity to the City Council on matters pertaining to parks, landscape, recreation programs, senior activities, and facilities.

KEY ACHIEVEMENT FOR 2005-06:

- Completed the construction of Hidden Canyon Community Park.
- Completed the construction of Aviara Community Park.
- Continue to monitor the sportsmanship program for all City sponsored recreation programs and outside organizations using Carlsbad sports fields and facilities.
- Assumed ownership and maintenance responsibility for an additional 6 miles of the citywide trails system.
- Two major stabilization and preservation projects are currently underway; the Stone Masonry BBQ Restoration Project, and the Barn Theater Project.
- The Carrillo Ranch erosion repair and drainage improvements are currently out to bid with the intent to award this year.
- Responded to customer feedback requests regarding our camp programs, to offer extended hours for drop off and pick up times to help meet the needs of working parents.
- Completed the second edition of the Recreation Departments Strategic Plan.
- Alga Norte Community Park & Aquatics Complex: Completed 50% design; commissioned and received energy analysis study.
- Golf Course: All permits received, project put out to bid; construction underway (currently mass grading, 20% of the clubhouse, and parking lots complete); currently negotiating contract with operator.
- Senior Center expansion: Commissioned interior designer; surveyed seniors for input into first floor programming; construction documents 70% complete.

KEY GOALS FOR 2006-07:

Top-Quality Services

- Continue to implement the use of customer surveys to evaluate and improve customer satisfaction.
- Generate sponsorship programs and fundraising activities.
- Promote the use of volunteers in providing City services.
- Develop standards for current and future facilities that maintain top-quality, cost-effective delivery for recreation.

KEY GOALS FOR 2006-07 (continued):

- Maintain an active role in supporting areas of mutual benefit between City and school districts, i.e., Joint Use Agreements for use and maintenance of activity playfields and Community Swim Complex.
- Continue to improve the variety of camps offered by including camp field trip options with associated pricing.
- Provide increased opportunities to meet the needs of young families and parents by introducing neighborhood-based special events at our Community Parks. Continue to promote and support a safe environment to gather through the Departments T.R.U.S.T. program for all facility users and program participants.

Financial Health

- Provide recreational activities, facilities, and other special events that support local businesses and enhance transient occupancy taxes and sales tax revenue, such as the triathlon, sport tournaments, and swim meets.
- Prepare marketing and sponsorship packets promoting the City's recreational programs, services and facilities.
- Develop a naming rights policy.
- Enhance revenues by promoting and facilitating the rental of City facilities.
- Continue to streamline and consolidate administrative services and marketing pieces to clearly and consistently communicate with our citizens about our various programs, services and events.

Learning

- Prepare monthly agendas for Parks and Recreation, and for senior commissions that address relevant issues and inspire community involvement.
- Provide a wide variety of instructional classes for all ages and promote educational classes through distribution of the Carlsbad Community Services and Recreation Guide three times per year.
- Educate contract instructors and staff about inclusionary programming for the special needs population.
- Educate the public about our "Live A Healthy Life...Recreate" program about health and wellness.
- Continue to participate in the Greater San Diego Recreation Park Coalition for Health and Wellness.
- Provide and encourage a variety of professional training opportunities to all staff members.
- Improve our camp program through improved training to our staff to ensure quality programs. Create cross-training opportunities within the Department and across major service areas where feasible.
- Continue to expand educational programs and learning opportunities for both adults and children on a variety of topics related to the history of the early California settlers and Leo Carrillo Ranch.
- Improve our staff development program, the "All Hands Meeting" by developing a consistent and comprehensive program to improve communication and team work.

Parks/Open Space/Trails

- Continue to develop a Citywide Trails Master Plan, including acquisition and development.
- Support and assist, where possible, the volunteer trails development program.
- Process the master planning requirements for Alga Norte Park.
- Complete construction of Pine Avenue Community Park.
- Complete construction of the Municipal Golf Course and implement the operator contract.
- Prepare for the completion of the Lake Calavera trails master plan.
- Collaborate with various city departments, specifically the Library, Arts Office and Parks and to improve our parks and programming at our parks to encourage the Citizens to "stay" in Carlsbad and "play" in Carlsbad.
- Continue to identify public sector and private partnerships for our trails program.

PROGRAM: PARK PLANNING & RECREATION MANAGEMENT
FUND: GENERAL FUND/SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY SERVICES ACCT NO. 0014510/0014545
1404515,14945XX

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$715,782	\$812,539	\$862,020	\$913,766
MAINTENANCE & OPERATIONS	276,956	333,451	369,633	353,791
CAPITAL OUTLAY	35,715	0	0	0
GRAND TOTAL	\$1,028,453	\$1,145,990	\$1,231,653	\$1,267,557
FULL TIME POSITIONS	7.50	7.50	7.50	7.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00
GENERAL FUND	\$1,024,024	\$1,140,950	\$1,209,153	\$1,267,557
SPECIAL REVENUE	4,429	5,041	22,500	0
TOTAL FUNDING	\$1,028,453	\$1,145,990	\$1,231,653	\$1,267,557

WORK PROGRAM:

The Park Planning and Recreation Management Division provide administrative support for the City's ongoing recreation programs, park activities, trails and park development efforts. The Division also provides staff support to the Parks and Recreation Commission, which acts in an advisory capacity to the City Council to ensure that top quality park facilities and recreation programs are developed and sustained for the benefit of those who live, work, and/or play in Carlsbad.

PROGRAM ACTIVITIES:

Parks and Recreation Commission

This Division provides staff support to facilitate the effectiveness of the Parks and Recreation Commission in its goal to implement the intent of the Parks and Recreation Element of the General Plan and advise the City Council on associated matters.

- Prepare Parks and Recreation Commission Agendas and conduct meetings that address relevant issues, encourage public input, and foster public education on matters of parks and recreation and other associated civic matters.
- Implement and/or process recommendations by the Commission for City Council consideration.
- Provide staff support to committees of the Commission which require more detailed review of issues relating to park development, facilities, recreation programs, landscape, street trees, open space, and amenity goals and guidelines.
- Conduct Commission workshops to improve the expertise and effectiveness of the Commission.

Administrative Services

Provide the required administrative support to a division with 33 full-time positions and approximately 51 hourly/full-time equivalent positions.

- Maintain timely processing of special project requests, citizen concerns, departmental reports, City Council agenda bills, resolutions, and ordinances. Prepare and monitor departmental and individual goals and budget administration for expenditures and revenue generation.
- Recommend and process personnel appointments, promotions, assignments, and disciplinary action when warranted. Provide ongoing support to management, general, and part-time employees. Implement the services of contractual employees.
- Implement and maintain the strategic planning process for the Recreation Department.
- Facilitate a customer service training and orientation program for all new department employees.

PROGRAM ACTIVITIES (continued):

Park Acquisition, Planning, and/or Development

Ensure adequate park acquisition, development, and rehabilitation in order to meet the park performance standards of the Growth Management Program. Provide for current and future community needs by addressing changing recreation trends.

- Monitor and implement existing park agreements.
- Coordinate and monitor the Capital Improvement Program (CIP) budget submittals for current and future park development projects.
- Complete the park construction process for the Pine Avenue Community Park.
- Finalize acquisition of acreage in the Northeast Quadrant to provide additional activity playfields.
- Provide staff support for the development of the municipal golf course.
- Complete the Alga Norte park design process.
- Process the actions required to create a Citywide Trail System (land acquisition, maintenance system, development, volunteers, etc.).
- Complete the construction documents for the Senior Center expansion.

Recreation Programs

Manage the implementation, performance, and adequacies of recreation programs.

- Provide a wide variety of recreation programs and special events for all segments of the population who live, work, and/or play in Carlsbad.
- Monitor and evaluate the effectiveness of recreational programs through the use of participant surveys.
- Maintain a self-sustaining percentage of recreational programs as recommended by the City Council.
- Prepare and distribute the Community Services & Recreation Guide three (3) times per year, a summer camps booklet and quality marketing pieces to educate the public about the many programs and services available to them.
- Continually evaluate and implement the fee structure for recreation programs and facility rentals, in an effort to sustain a competitive advantage over the private sector for similar services.

SIGNIFICANT CHANGES:

- None.

PROGRAM: RECREATION FEE SUPPORTED
FUND: GENERAL
PROGRAM GROUP: RECREATION

ACCT NO. 0014515, 0014521-28

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$928,955	\$932,889	\$1,213,592	\$1,254,935
MAINTENANCE & OPERATIONS	860,406	894,753	988,340	983,120
CAPITAL OUTLAY	32,864	18,444	0	0
GRAND TOTAL	\$1,822,225	\$1,846,086	\$2,201,932	\$2,238,055
FULL TIME POSITIONS	8.25	8.25	8.20	8.20
HOURLY/FTE POSITIONS	22.13	22.13	21.75	21.75

WORK PROGRAM:

The Recreation Fee Supported Division provides comprehensive opportunities for meeting the recreational needs and interests of the community by providing self-sustaining fee-supported programs for all segments of the population, including those that live, work, and/or play in Carlsbad. Recreation creates community through people, parks & programs.

PROGRAM ACTIVITIES:

Recreation programs include: enrichment classes, family and adult excursions, youth and adult sports, special events, youth day camps, after school programs, and youth and family services.

The Fee Supported Division provides year-round recreational programs for all ages, preschool to seniors, including program design, planning, implementation, and evaluation.

- Review proposals and negotiate contracts with instructors.
- Schedule facilities for programs.
- Prepare and distribute marketing materials.
- Evaluate programs and analyze data on an ongoing basis.
- Prepare financial and revenue reports.
- Research and implement program opportunities.
- Conduct fee market studies on an ongoing basis.
- Coordinate with school districts for youth and teen programming.
- Recruit, train, and reward volunteers.
- Generate program sponsors.
- Utilize sports professionals to enhance program quality.
- Provide scholarships for Carlsbad resident youths.

WORKLOAD MEASURES:

	Actuals 2004-05	Estimated 2005-06	Projected 2006-07		Actuals 2004-05	Estimated 2005-06	Projected 2006-07
<u>Enrichment Classes</u>				<u>Youth Sports</u>			
Conducted	1,650	1,650	1,650	Teams	64	70	70
Enrolled	16,700	16,700	16,700	Participants	1,100	1,150	1,150
Revenue	\$427,000	\$538,000	\$550,000	Spectators	14,000	15,000	15,000
				Revenue	\$36,000	\$36,500	\$35,500
<u>Sports Camps</u>				<u>Adult Sports</u>			
Camps	25	25	30	Teams	328	330	332
Participants	800	800	1000	Participants	5,100	5,150	5,200
Revenue	\$48,000	\$48,000	\$50,500	Spectators	30,000	30,000	30,100
				Revenue	\$85,000	\$92,000	\$95,000

WORKLOAD MEASURES (continued):

	<u>Actuals</u> <u>2004-05</u>	<u>Estimate</u> <u>2005-06</u>	<u>Projected</u> <u>2006-07</u>		<u>Actuals</u> <u>2004-05</u>	<u>Estimate</u> <u>2005-06</u>	<u>Projected</u> <u>2006-07</u>
<u>Day Camps</u>				<u>Teens</u>			
Camps	13	13	24	CIT Participants	756	964	1080
Participants	716	900	1,200	Teen Participants	0	50	300
Revenue	\$119,107	\$121,445	123,570	Revenue	\$0	\$250	\$4,000
<u>Pre-school Classes</u>				<u>Special Events</u>			
Conducted	184	175	175	Events	5	10	13
Enrolled	1,900	1,792	1,792	Participants	2,000	3,500	5,500
Revenue	\$160,702	\$140,000	\$147,000	Revenue	\$7,000	\$9,000	\$15,000
<u>Fields</u>				<u>Community Volunteers</u>			
Maintained	17	19	21	Volunteers	1,200	1,300	1,600
<u>Triathlon</u>				Hours	10,500	11,000	17,000
Spectators	7,000	5,500	7,500				
Participants	1,000	1,120	1,170				
Revenue	\$86,800	\$105,260	\$106,000				

KEY GOALS FOR 2006-07:

Top Quality Services

- Continue to implement the Recreation Department's Strategic Plan. The Strategic Plan will enhance access to open space, provide safe places to gather, create life-long learning opportunities, and build a stronger community.
- Conduct customer service training for all staff to broaden their knowledge and improve service delivery.
- Measure customer satisfaction of service delivery through user surveys and analyze responses to improve service delivery.

Financial Health

- Recruit, train, and recognize volunteers through an annual awards program in order to improve service quality and reduce program costs.
- Recruit and maintain program sponsors to promote local businesses and reduce operational costs.
- Provide a wide variety of revenue-generating quality recreation opportunities that support local businesses and enhance transient occupancy taxes (TOT) and sales tax opportunities.
- Promote cooperative fundraising projects such as "Clean Sweep" to provide volunteer assistance in the community and raise funds for scholarship programs.
- Respond to the needs of the citizens for program activities and cost savings.

Learning

- Educate contract instructors and staff about inclusionary programming for the special needs population.
- Educate the public about our "Live A Healthy Life...Recreate" program about health and wellness.
- Continue to expand educational programs and learning opportunities for both adults and children on a variety of topics related to the history of the early California settlers and Leo Carrillo Ranch.
- Improve our staff development program, the "All Hands Meeting" by developing a consistent and comprehensive program to improve communication and teamwork.
- Enhance knowledge and skills of staff by providing ongoing training and educational opportunities.

SIGNIFICANT CHANGES:

- None.

PROGRAM: RECREATION - AQUATICS
FUND: GENERAL
PROGRAM GROUP: RECREATION

ACCT NO. 0014520

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$340,867	\$347,360	\$379,440	\$404,955
MAINTENANCE & OPERATIONS	125,562	159,239	142,534	147,715
CAPITAL OUTLAY	5,452	11,043	0	0
GRAND TOTAL	\$471,881	\$517,642	\$521,974	\$552,670
FULL TIME POSITIONS	2.47	2.47	2.47	2.47
HOURLY/FTE POSITIONS	7.50	7.50	7.40	7.40

WORK PROGRAM:

The Aquatics Program provides for the operation of an attractive and safe community swim complex, which offers comprehensive instruction and training, competition, and recreational swimming to all segments of the population who live, work, and/or visit in Carlsbad.

PROGRAM ACTIVITIES:

Lessons/Training

Provide instruction in general aquatic, swimming, and diving skills for all ages and abilities. These programs provide the foundation on which all other aquatic programs build. Provide education and training to the general public and City employees in first aid, CPR, AED, and water rescue skills; serve as a North County certification/training site for men and women wishing to qualify for employment at public swimming pools by offering such courses as the Lifeguard Academy, Water Safety Instructor and Lifeguard Training Instructor.

Fun and Fitness

Provide opportunities for recreational swimming, fitness lap swimming, which assist participants maintain physical fitness and health, and family-oriented aquatic special events.

Competitive Aquatic Programs

Provide opportunities for competitive swim instruction and coached workouts for youth and adults as a contract service; coordinate and schedule Carlsbad High School use of the pool for physical education, boys and girls swim teams and water polo teams. These programs also assist participants to maintain physical fitness and health, as well as providing a source of social interaction and community pride.

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: RECREATION

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ACCT NO. 0014520

WORKLOAD STATISTICS:

	Actual 2004-05	Estimate 2005-06	Projected 2006-07
<u>Instructional Lessons</u>			
Lane/Hours	2,173	2,100	2,100
Classes Conducted	283	293	290
Registered, Resident	1,939	1,800	1,850
Registered, Non-Resident	141	120	120
Revenue	\$75,214	\$70,000	\$70,000
<u>Carlsbad High School P.E.</u>			
Lane/Hours	1,472	1,475	1,475
Participation	3,906	3,800	3,800
<u>Recreation and Lap Swim</u>			
Lane/Hours	19,056	18,500	18,500
Daily Admissions			
Youth	7,121	7,300	7,300
Adult	8,808	8,800	8,800
Season Pass Administration	21,080	21,000	21,000
Revenue	\$79,471	\$79,000	\$79,000
<u>Carlsbad Swim Masters</u>			
Lane/Hours	3,520	3,500	3,500
Participation	11,785	11,200	11,200
Revenue	\$45,210	\$42,000	\$42,000
<u>Carlsbad High School Teams</u>			
Lane/Hours	4,152	4,000	4,000
Participation	8,928	8,900	8,900
Revenue	\$27,023	\$27,000	\$27,000
<u>North Coast Aquatics</u>			
Lane/Hours	2,714	2,700	2,700
Participation	8,860	8,500	8,500
Revenue	\$13,760	\$13,000	\$13,000
<u>North Shore Aquatics (Girls Age Group)</u>			
<u>Water Polo</u>			
Lane/Hours	227	\$250	\$250
Participation	314	\$320	\$320
Revenue	\$748	\$1,000	\$1,000
<u>Carlsbad Water Polo (Boys Age Group)</u>			
<u>Water Polo</u>			
Lane/Hours	1,556	1,600	1,600
Participation	2,614	2,700	2,700
Revenue	\$7,844	\$7,800	\$7,800
<u>San Dieguito Synchronized Swimming</u>			
Lane/Hours	17	265	265
Participation	136	2,120	2,120
Revenue	\$85	\$1,325	1,325
<u>Pacific Diving Academy</u>			
Lane/Hours	0	500	500
Participation	0	400	400
Revenue	\$0	\$2,500	\$2,500

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: RECREATION

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ACCT NO. 0014520

KEY ACHIEVEMENTS FOR 2005-06:

- Provide a more comfortable and attractive environment by installing an additional shade structure in food area.
- Enhanced safety and aesthetics by replacing the fence between the spectator bleacher area and the pool.
- Greatly improved the uniqueness and fun factor of recreation swimming at the Swim Complex by adding an aquatic climbing wall in the deep end of the pool.

KEY GOALS FOR 2006-07:

Top Quality Services

- Provide a balanced aquatic program to the community on a year-round basis.
- Promote community health and fitness through specific programs targeted at teens and adults.
- Plan activities to celebrate the 25th anniversary of the opening of the Carlsbad Community Swim Complex (October 13, 1981).

Learning

- Promote and support continuous aquatic and safety training opportunities within the community and the City organization.
- Continue the "Aquatic Trainee" program to help ensure continued qualified staffing of aquatic programs.

SIGNIFICANT CHANGES:

- None.

PROGRAM: RECREATION - AGUA HEDIONDA LAGOON PERMITS
FUND: GENERAL
PROGRAM GROUP: RECREATION

ACCT NO. 0014530

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$23,625	\$26,961	\$30,400	\$33,095
MAINTENANCE & OPERATIONS	1,050	1,446	2,183	1,720
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$24,675	\$28,407	\$32,583	\$34,815
FULL TIME POSITIONS	0.53	0.53	0.53	0.53
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Agua Hedionda Lagoon permits program reduces the City's liability exposure by requiring all vessels on the water to obtain a valid City use permit.

PROGRAM ACTIVITIES:

Permits

Verifies and monitors Hold Harmless Agreement and DMV registration. Issues annual lagoon use permits. Enters data and updates database for the Police Department for enforcement. Coordinates with the Police Department to publish and distribute information regarding use, rules, and regulation of the lagoon. Coordinates with launching entities and maintains lagoon use data. As of fall 2005, the Lagoon Permit staff took over responsibilities for measuring boats to determine compliance with length limits.

WORKLOAD STATISTICS:

	Actual <u>2004-05</u>	Estimated <u>2005-06</u>	Projected <u>2006-07</u>
• Annual Permits	349.5	340	340
• Daily Permits	240	300	300
• Snug Harbor Launches	710	750	750
• Revenue	\$21,729	\$22,000	\$22,000

SIGNIFICANT CHANGES:

- None.

PROGRAM: RECREATION OPERATIONS
FUND: GENERAL
PROGRAM GROUP: RECREATION

ACCT NO. 0014540, 0014541,
0014542, 0014543, 0014544, 0014546

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$957,343	\$1,042,051	\$1,085,133	\$1,182,912
MAINTENANCE & OPERATIONS	196,480	225,218	212,707	233,950
CAPITAL OUTLAY	54,697	29,659	0	0
GRAND TOTAL	\$1,208,520	\$1,296,928	\$1,297,840	\$1,416,862
FULL TIME POSITIONS	11.80	11.80	10.80	10.80
HOURLY/FTE POSITIONS	13.28	13.28	15.86	15.86

WORK PROGRAM:

This division provides operational support for the Recreation Department, including the operation of Leo Carrillo Ranch Historic Park, three community centers and gymnasiums, and City facilities used by a variety of City departments and the general public for recreational use and meetings. In addition, the Operations Division also provides maintenance to the many athletic fields owned by the City and school districts serving the Carlsbad population.

PROGRAM ACTIVITIES:

Information and Enrollment Services

Staff provides information and registration services to the public on Recreation Department programs and facilities.

- Enroll participants via phone, mail, online, and in-person for classes, special events, and sports leagues.
- Collect and account for program revenue.
- Provide ongoing information and referral to the community.
- Customer service and revenue have improved with the success of online registration.

Facilities Operation

Staff coordinates public use of recreational facilities.

- Process applications for use of meeting rooms, picnic areas, athletic fields, gymnasiums, and tennis courts.
- Crews maintain ball fields at school sites, community parks, and other special use areas.
- Staff coordinates classes, meetings, dedications, and other functions at Community Centers and additional City facilities.
- Attendants attend to customer service issues and provide general clean-up and associated maintenance at facilities.
- Staff is dedicated to providing excellent customer service and promoting "good sportsmanship" during all programs and events.
- Improved facility rental processing and condition of rental facilities and picnic areas.
- Provide facility assistance and scheduling for the resident non-profit organizations (sports, groups, civic and social groups).

Supervision

Supervisory staff coordinates operations of the Community Centers/Gymnasiums and satellite facilities.

- Staff recruitment and development.
- Provides staff training.
- Serves as liaison to various community organizations and citywide committees.
- Responds to customers' concerns and requests.
- The quality of the workforce has improved with a more comprehensive training program.

PROGRAM: RECREATION OPERATIONS
FUND: GENERAL
DEPARTMENT: RECREATION

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**ACCT NO. 0014540, 0014541,
0014542, 0014543, 0014544**

WORKLOAD MEASURES:

	Actual <u>2003-04</u>	Actual <u>2004-05</u>	Estimate <u>2005-06</u>	Projected <u>2006-07</u>
Reservations Processed:	3,200	3,200	3,264	3,300
Number of Facility Users:	1,100,000	1,100,000	1,400,000	1,428,000
Revenue:	\$128,000	\$128,000	\$175,000	\$180,250
Number of Fields Maintained: (Aviara will have 2 fields)	17	17	19	21

KEY GOALS FOR 2006-07:

Top-Quality Services

- Review and build upon the Recreation Department's Strategic Plan. The Strategic Plan will enhance access to open space, provide safe places to gather, create life-long learning opportunities, and build a stronger community.
- Conduct customer service training for employees to broaden their knowledge and improve service delivery skills.
- Measure customer satisfaction of service delivery through user surveys and analyze responses to improve service delivery.
- Monitor and maintain the Capital Replacement Program to provide safe, top-quality equipment at all recreation facilities and conform to City budget standards.
- Facilitate the equitable distribution of athletic fields by partnering with Carlsbad non-profit sports organizations to ensure customer satisfaction of Carlsbad field users.
- Encourage and educate our volunteers to meet the needs of the citizens of Carlsbad at our facilities and events.
- Constantly strive to improve customer service through park patrols and enforcement of park rules and regulations.
- Provide exceptional services on a daily basis including the processing of rental applications and the seamless coordination of setting up classes, meetings, dedications and other functions at community centers and other City facilities.
- Continue to promote and support a safe environment to gather through the Department T.R.U.S.T. program for all facility users.

Balanced Community Development

- Participate in the preparation and distribution of a marketing packet that promotes Carlsbad hotels, restaurants, amenities, and City facilities to all non-resident athletic groups that use Recreation Department facilities.
- Enhance revenues by promoting and facilitating the rental of City facilities to the public as an attractive and competitive alternative to private sector facilities.
- Carrillo Ranch provides place for citizens to connect with the community, place, and spirit through balanced and sustainable land use and ongoing historic preservation efforts. Two major stabilization and preservation projects are currently underway: the Stone Masonry BBQ Restoration Project, and the Barn Theater Project.

SIGNIFICANT CHANGES:

- None.

PROGRAM:

SENIOR PROGRAMS

FUND:

GENERAL/SPECIAL REVENUE

PROGRAM GROUP:

RECREATION

ACCT NO. 0014570-0014574,143XXXX

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$296,689	\$305,299	\$410,499	\$421,052
MAINTENANCE & OPERATIONS	306,236	422,598	643,818	464,991
CAPITAL OUTLAY	2,758	0	0	12,584
GRAND TOTAL	\$605,683	\$727,897	\$1,054,317	\$898,627
FULL TIME POSITIONS	1.95	1.95	3.00	3.00
HOURLY/FTE POSITIONS	7.50	7.50	7.50	7.50
GENERAL FUND	\$586,029	\$721,537	\$884,317	\$898,627
SPECIAL REVENUE	19,654	6,360	170,000	0
TOTAL FUNDING	\$605,683	\$727,897	\$1,054,317	\$898,627

WORK PROGRAM:

To provide a broad range of services and activities designed to foster independence, enhance the quality of life, and provide opportunities for lifelong learning and involvement for older adults in the Carlsbad area.

PROGRAM ACTIVITIES:

Education/Learning

Arrange for classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population and coordinate computer classes to teach the basics of computers (i.e., "Windows").

- Continue computer lab with open hours for seniors to drop in and receive training and technical advice.
- Provide seminars on estate planning, topics of interest and concern to seniors, personal safety, etc.
- Provide ongoing information and referral to community resources.
- Provide ongoing classes in computer usage (e-mail, Internet, Excel, Word, etc.)

Recreation

Offer excursions, special events, and activities of particular interest to the mature adult, which promote social interaction.

- Continue the development of programs/groups that appeal to people with similar interests, i.e., Walking Group, PC Users Groups, Writers Groups, Discussion Groups, etc.
- Provide day trips to local attractions, utilizing rented buses as well as public transportation (i.e., the Coaster, Trolley, etc.).
- Provide programming in evenings and on weekends to accommodate the rising baby-boomer population.

Personalized Assistance

Coordinate the provision of professional services necessary to maintaining an independent lifestyle.

- Offer tax assistance to over 500 seniors.
- Arrange for free legal advice for over 200 seniors.
- Arrange for assistance with health insurance decisions.

Health Services

Arrange for screenings, services, classes, and lectures that promote healthy living.

- Monthly blood pressure checks, glucose and diabetes testing, and cholesterol testing.
- Flu shots.
- Provide a minimum of four "special" health screenings, i.e., skin cancer, hearing, podiatry, cholesterol, etc.
- Continue offering body conditioning, exercise yoga, tai chi, laughter therapy, and dance for seniors.

PROGRAM:

SENIOR PROGRAMS

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FUND:

GENERAL/SPECIAL REVENUE

PROGRAM GROUP:

RECREATION

ACCT NO. 0014570-0014574,143XXXX

PROGRAM ACTIVITIES (continued):

Senior Grants

- Provide a minimum of 30,000 nutritious lunches.
- Provide a minimum of 10,000 delivered meals to the homes of Carlsbad's frail seniors.
- Provide over 9,000 rides to seniors who have limited means of getting to the Senior Center, shopping, medical visits, and other necessary appointments.
- Provide nutrition education and special events focused on lunchtime activities.

Administration

Coordinate all operations of the Senior Center: staffing, volunteer recruitment, facility rentals, and grants management.

- After-hours facility rentals.
- Staff scheduling.
- Volunteer recruitment and training.
- Budget management.
- Senior Commission.

Senior Center Operations

- Over 30,000 seniors walk through its doors on an annual basis. Some participate in the activities provided including the Nutrition program. It provides an opportunity for lifelong learning, a safe place to gather, and promotes a healthy lifestyle.

Transportation

- The transportation program provides an open door to the community servicing over 8,000 Carlsbad seniors who have no other means of transportation. The program allows seniors to attend medical appointments. Over 20 participants are picked up daily to participate in the Nutrition program.

Congregate

- The congregate population participating in the Nutrition program exceeds 20,000 lunches annually. A hot, nutritiously balanced meal is provided along with socialization, music, and fun! Meals are served Monday through Friday and exclude all holidays except Thanksgiving. An average of 80 seniors participates daily.

Home Meal

- The Home Meal program provides a hot lunch to over 10,000 homebound seniors throughout Carlsbad. Over 20 volunteer drivers provide the transportation to get these meals delivered.

Fee Supported

- This new organizational design allows us to offer programs and services for a fee. Over 35 trips are scheduled accommodating over 2,000 adventurous seniors. Enrichment classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population.

SIGNIFICANT CHANGES:

- None.